



August 21, 2026

The Honorable Rochelle C. East
Presiding Judge, Superior Court of California, County of San Francisco
400 McAllister Street, Room 008
San Francisco, CA 94102-4512

Dear Judge East,

In accordance with Penal Code 933 and 933.05, the following is in response to the 2025-2026 Civil Grand Jury Report, *At Scale, At Risk – Upgrading Data and Oversight to Improve Homelessness Services*. We would like to thank the members of the 2025-2026 Civil Grand Jury for their interest in the City's homelessness response system and their attention to the safety and wellbeing of the people it serves.

We agree with the core intent of the Jury's findings, to bring attention to the need for stronger data and rigorous oversight in delivering safe, effective homelessness services at scale. This inquiry builds on an existing foundation – for example, the Department of Homelessness and Supportive Housing (HSH) maintains a business intelligence-driven dashboard that allows authorized staff to analyze critical incidents by coded incident type, nonprofit provider, housing type, and location. HSH's Program Compliance team maintains an agency-wide Critical Incident Report (CIR) dashboard, updated daily, and uses this data to inform systemwide safety standards, early-warning methods, provider safety plans, training, and corrective actions. HSH also publishes public dashboards aligned with its Performance Measurement Plan and has worked with the Controller's Office to align the Controller's performance scorecard and the Mayor's Budget Book with those same measures. However, the report highlights the need to do more to strengthen safety protocols, embrace more proactive systemwide monitoring and reporting, and ensure the appropriate oversight mechanisms are working – and we agree with these findings.

The City does, however, have a different perspective on the best ways to achieve some of these shared goals. Where we differ with the Jury, the difference is generally one of mechanism rather than intent — how much incident-level detail can be published without compromising client privacy, for instance, or where responsibility for reviewing individual contracts most appropriately sits. Our full response to each finding and recommendation is set out in the attached matrix.

We commend the Jury's desire to strengthen transparency and data-driven oversight across the City's homelessness response system. Further, we thank the Jury for raising the importance of client safety in HSH-funded programs and for the time its members devoted to examining how data can improve services and outcomes.

The City takes these findings and recommendations very seriously. By March 2027, HSH will establish a systematic process for identifying performance and safety outliers among nonprofit providers, and by December 2027, HSH will establish data triggers that identify significant negative trends, outliers, and other indicators warranting further targeted contract or program review.

We are including our detailed responses from the Mayor's Office and the Department of Homelessness and Supportive Housing with this letter.

Sincerely,

Daniel Lurie
Mayor

Mike Levine
Executive Director, Department of Homelessness and Supportive Housing